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23 May 1972

MEMORANDUM FOR: Director of Training

SUBJECT : Vitalizing the Division Training Officer Function

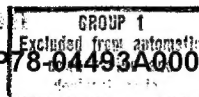
1. In my short tenure in OTR, there seems little argument with the view that no one concerned in OTR with operational training is happy either with the selection of CS training officers, with the role they play or with the so-called CS Training Committee. I have no idea what the opinion, if any, is in the CS on this subject. Regardless of whether training will or will not be more purposefully linked to an officer's career progress in the future, there are indisputable advantages both to OTR and the CS in pushing for the assignment of substantive officers to this function. In all area divisions but SB and WH and in most of the other CS components, the training officers are predominantly support personnel.

2. In OTR alone, there are [REDACTED] ST careerists) concerned directly or indirectly with operational training at any one time. It is an incontestable fact that the greatest percentage of their time is spent in direct support of the CS. Therefore the desirability of full cooperation between the CS and OTR is self-evident. This is not to say that there is now an absence of cooperation, but it is certainly less than a two-way street in at least these aspects: a) rotation of personnel, b) contribution of authentic material adaptable for training, c) keeping OTR informed on policy or doctrinal changes which occur, and d) feedback, the most vital element of all.

3. As far as I can determine, the one ingredient missing in operational training over the years has been a sustained contribution by the CS at an appropriate level. Individual ranking officers have had an impact on course organization or reorganization, but there is no visible evidence of any systematic contribution by the CS to the philosophy or substance of the courses through which their officers go. I submit that the assignment of such officers as Division training officers would provide OTR with a ready-

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made critical evaluation mechanism which is now lacking and could generate the kind of imaginative thinking which would insure our operational training is continuously responsive to CS needs and desires. Moreover, it would have the following specific benefits: a) training matters for staff, agent and liaison personnel would all be handled by informed professionals; b) there would be one point of contact per Division for OTR and the DDP/TRO; c) a CS Training Committee composed of Division Training Officers would be an entity already deeply involved in and informed of the status and problems of training in the CS; and d) there would be a logical mechanism for dealing with the generic problems mentioned in paragraph 2.

4. I believe that the time may be ripe to approach the DDP either directly or through the Chairman of the CS Training Committee with a strong recommendation for upgrading the area division training officers. It might be desirable as a first step to canvass the area divisions no lower than at the Deputy Chief level to get an idea of the resistance such a proposal is likely to encounter.


Chief, Operations School/TR

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